

New Horizons

Strategic Plan
2025–2030



**Lutheran
Services**

There for you



**LUTHERAN
CHURCH
OF AUSTRALIA
QUEENSLAND DISTRICT**



Honouring our legacy and securing our future



Salem Aged Care staff, Phyllis Mills, Minnie Dorr and Merle Schelberg.



Salem Aged Care's first Matron, Mary Hanley with one of the first residents, Mr Henrickson.

FOREWORD BY THE BISHOP

Building on a legacy of care and service

Lutheran Services exists to serve. Lutheran is who we are. Serve is what we do.

This reflects the core mission of Lutheran Services as an extension of the Lutheran Church – exemplifying and expanding the church’s life and mission in tangible ways within our communities. The many services offered today are a testament to the vision and dedication of our founding congregations.

This strategic plan builds on that long legacy, acknowledging our District’s guiding principle, ‘One Church, One Purpose, Many Ministries’ as we together engage in Christ’s mission to the world. It takes the vision and dedication of our founders into the future. It provides our governance and leadership teams with the framework to further Lutheran Services, ensuring that Christ’s mission is fulfilled in new and evolving ways.

May we continue on this journey together, welcoming all. May we see the people we serve as a gift, supporting them and each other to live the life we hope for in Christ.

Your Fellow Servant,



Dr Mark Vainikka
Bishop, Lutheran Church of Australia Queensland District



FOREWORD BY CHAIR

An innovative, sustainable and thriving future

With a new governance model, this strategic plan reaffirms our rich Lutheran tradition of care. It broadens our vision and mission as one of Queensland's longest established and most diverse providers of human services. It celebrates our proud legacy of serving the people and communities of Queensland.

This is our roadmap for achieving high performance and building an innovative, sustainable and thriving organisation over the next five years and beyond.

We are united through our guiding principles of financial prosperity, operational excellence, innovative services, continuous improvement and enhanced client outcomes.

Our focus does not waver. As we seek to provide enduring value and respond to the needs and aspirations of those we serve.

I look forward to building on our past to create a brighter future together.



Dr Leena Vuorinen
Chair, Lutheran Services



FOREWORD BY CEO

Embarking on new horizons

We have never been better placed for doing great work and exploring new horizons in aged care and community services.

Our strategic plan defines how we can continue to build on our strong Lutheran foundations to grow with integrity and vision, amplifying the positive difference we can make.

Our path forward is to serve more people in more locations, create great places to work and live, support our people to thrive and provide exceptional services powered by cutting-edge technology.

We strive to be well known and loved in our market sectors, recognised as a leader in continuum of care for older Australians and evidence-based community services. All whilst delivering significant social outcomes and investing in our future.

I am excited and delighted to welcome you aboard.



Nick Ryan
Chief Executive Officer





At the heart of all that we do
at Lutheran Services, we exist
to serve. It's really that simple.
Lutheran is who we are.
Serve is what we do.

Our Lutheran Identity

Lutheran Services today

Lutheran Services is a Department of the Lutheran Church of Australia Queensland District. As part of the Church, we seek to draw from, express and add to the life and mission of the Church.

We are a not-for-profit provider of human services in Queensland. We provide quality, contemporary care and support for older people, young people and their families, people living with disability or mental illness, and families experiencing domestic violence and hardship.

Established by our congregations

Lutheran Services has grown out of the dreams and hard work of our founding Lutheran congregations. We have evolved from local congregations who established aged care homes and community services in response to needs within their own communities. From the first aged care home in Toowoomba in 1935 to now and beyond, Lutheran Services continues each congregation's tradition of caring.

Lutheran Services was established in 1999 in response to increasingly complex regulation and market forces in the aged care and community sectors. Our centralised oversight provides standardised systems and high levels of professional governance, quality and care within complex compliance environments.

Local church members often continue to serve as staff and volunteers, with congregations often considering Lutheran Services as an extension of their local mission.

Serving those in need

Our role at Lutheran Services is to serve. We draw inspiration from Jesus' statement where he said of himself that he did not "come to be served, but to serve" (Mark 10:45). Like the members of the early church, we are inspired by the biblical model of *diakonia*, a Greek word meaning care and service, especially for those in need.

Serving others is at the heart of the Church's mission. As twentieth-century Lutheran pastor and martyr Dietrich Bonhoeffer said, "The Church is the Church only when it exists for others." Just as fire exists by burning, the church exists by engaging in the mission to serve others. We're founded on this mission, as expressed through our service.

Hence, the work that we do, is done in God's service. Through our service, we treat no person as spare, unwelcome or as an outsider, no matter who they are or what they do. We believe that everyone deserves our attention, whether rich or poor, whether they live for a day or nine decades.

Founded on Lutheran theology

Martin Luther, the sixteenth century reformer, saw the gift of God's grace as the driver of all religious thought and concept. He emphasised that we are saved by grace through faith in Christ Jesus (Ephesians 2:8-9).

We see God as gracious and forgiving, overlooking our faults, rather than rightfully condemning or criticising us. We see God's grace as a gift that recognises and accepts our imperfections and human failures.

We believe we do not need to strive to please God but recognise that God reaches out to us. Through sending his Son Jesus into the world, God comes to meet us where we are. Becoming one of us, God honours the human race.

God speaks his word of grace into our lives, and God reaches out in love to us in real ways. In turn, Lutheran Services is inspired to reach out to meet and serve others where they are with this same grace.

Guided by the Lutheran ethos

Grace: At Lutheran Services, we live by grace and reflect graciousness to others. We offer a kind word or deed where we might easily (or rightly) have been judgemental or critical to those around us. We are kind to each other and ourselves.

Respect and care: We serve with respect, care and gentleness. We walk in the shoes of others and seek out the mystery of every person. Our clients and residents are at the centre of all that we do. We seek to appreciate the needs and diversity of those we serve and enhance their experience and quality of life.

Dignity and honour: We see the people we serve as a gift. We recognise people are made in the image of God, making them sacred and important, worthy of dignity and honour.

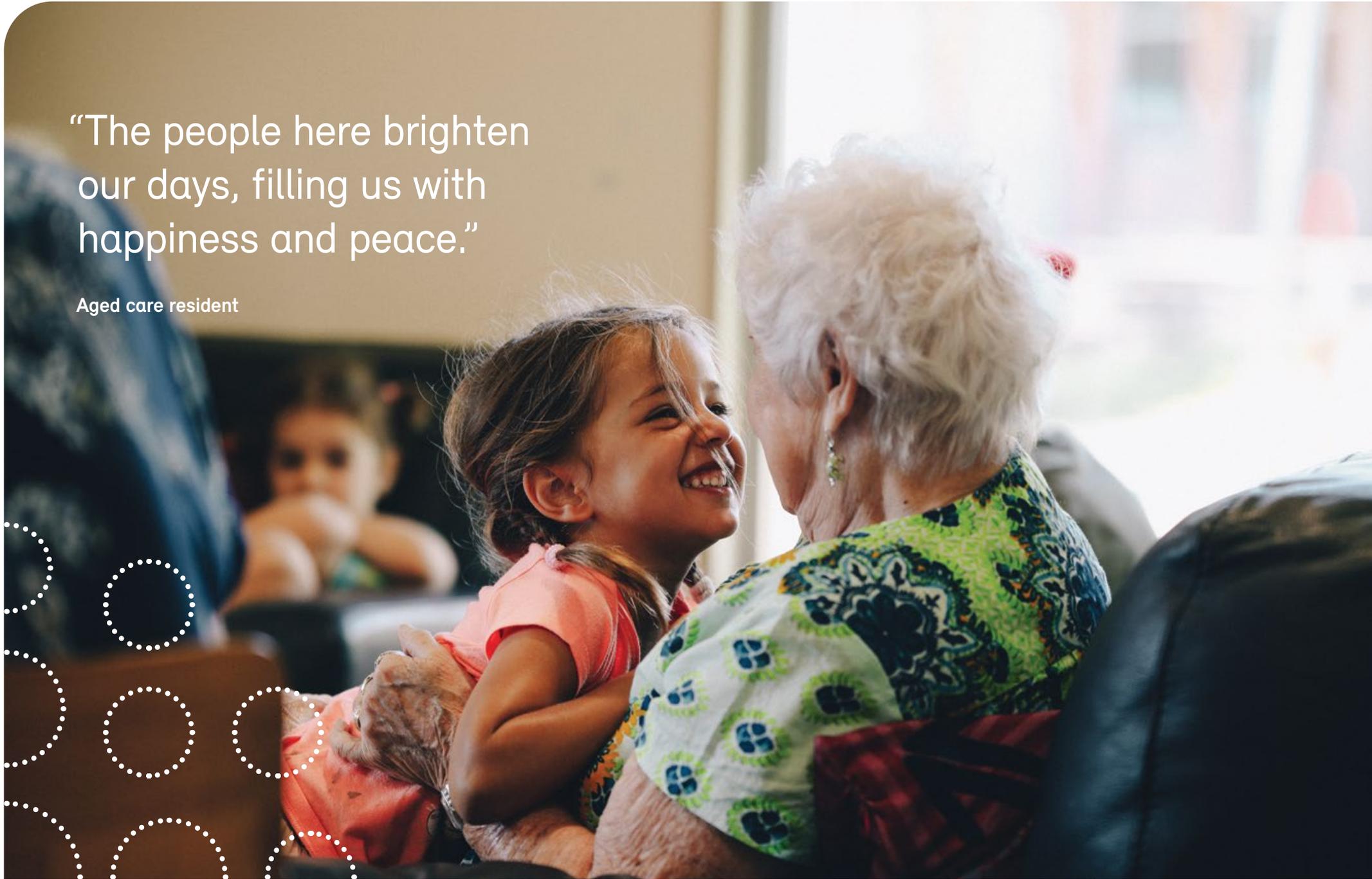
All welcome: We welcome all. We recognise the common humanity of all people of all races, with a variety of beliefs, faiths and world views. We serve people from all walks of life. Following St Paul, we affirm, "There is neither Jew nor Greek, slave nor free, male nor female, for you are all one in Christ Jesus." (Galatians 3:28).

At the heart of all that we do at Lutheran Services, we exist to serve. It's really that simple.

Lutheran is who we are. Serve is what we do.

“The people here brighten
our days, filling us with
happiness and peace.”

Aged care resident





Our purpose

Lutheran Services exists to serve. Serving others is at the heart of Christian faith.



Our vision

The services, care and accommodation that we provide encourage the people we serve to pursue the life they hope for and the communities we are part of to thrive with the vibrancy of life.

Our values

Empowerment

We seek to empower those we serve to live the life they choose.

Kindness

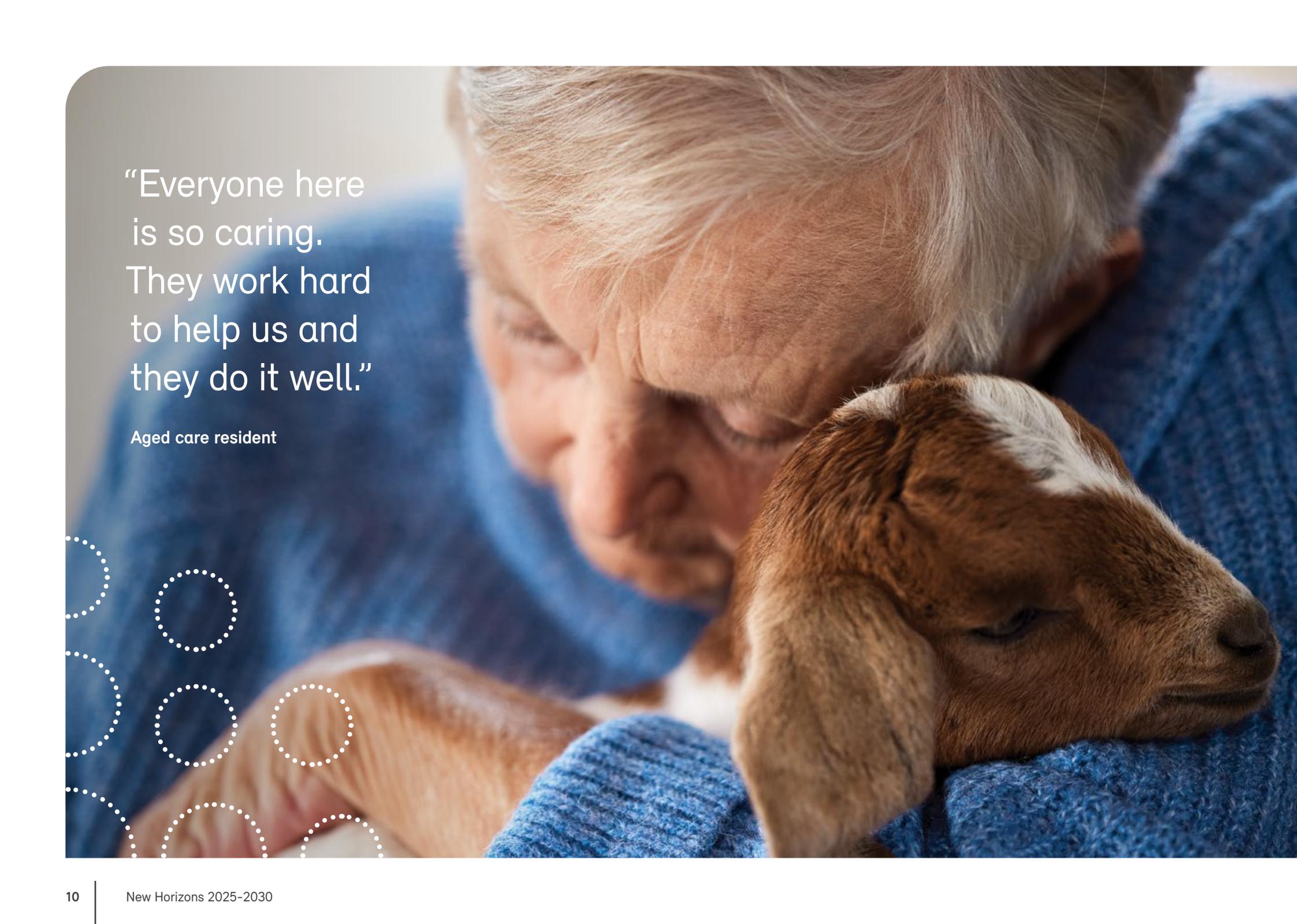
We act with compassion and respect to bring hope and joy to those we serve.

Integrity

We act with honesty and accountability in all interactions.

Innovation

We work together to continuously improve our services.



“Everyone here
is so caring.
They work hard
to help us and
they do it well.”

Aged care resident

At Lutheran Services, wellbeing is everything.

We support people to live to their potential and feel positively about life, all things considered.

The physical, spiritual, mental, emotional and social wellbeing of those we serve directs all that we do.

We are a place where people caring for people comes first and exceptional care, clinical and professional services are a given.

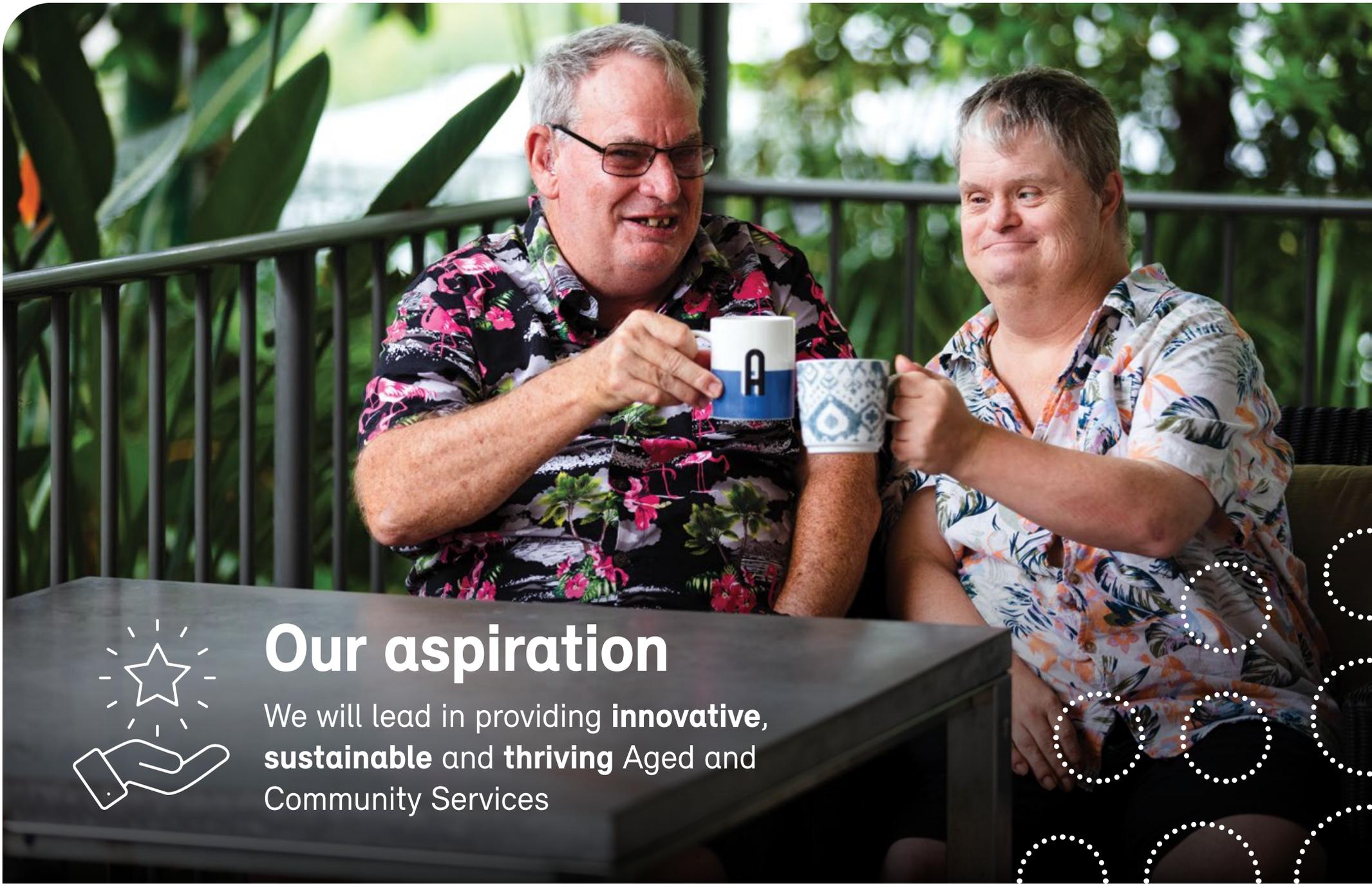
Guided by our Lutheran Identity, the perspective and experience of those we serve is at the heart of what we do.

We support our clients and residents to feel a sense of individuality, purpose and belonging in their everyday, safe within a trusted environment.

Creating moments of shared joy is what we love to do. We cherish sharing moments of grace, laughter, hope and joy. We know it's the little things and relationships that make the world go round.

Our Model of Care and Service





Our aspiration

We will lead in providing **innovative, sustainable and thriving** Aged and Community Services

Strategy on a page



Our aspiration

We will lead in providing **innovative, sustainable and thriving** Aged and Community Services.



Our vision

The services, care and accommodation that we provide encourage the people we serve to pursue the life they hope for and the communities we are part of to thrive with the vibrancy of life.



Where we focus

We will focus on what we do best across Aged and Community Services, while evolving and integrating support services to amplify our impact.

Our path forward



Grow with integrity and vision



Create great places to work and live



Support our people to thrive



Enable care and service excellence



Stand out and be in demand



Build on our Lutheran foundations



How we track

1. Service expansion
2. Social impact
3. Employee engagement
4. Quality of care
5. Financial health
6. Capital investment
7. Quality of life



“I feel supported.
Someone is listening.”

Home care client

Our path forward



Grow with integrity and vision

With an aspiration to pursue growth over the next five years, we aim to expand our impact and provide our exceptional care and service to even more people. Our growth will reflect a commitment to social responsibility, sustainability and our enduring Lutheran values.



Create great places to work and live

We are committed to enhancing the physical spaces entrusted to us, creating resilient, efficient and welcoming environments for clients and staff alike. We will create adaptable, high-quality settings that meet the evolving needs of our people, clients and residents.



Support our people to thrive

Our people are the heart of our organisation and when they thrive, so do those we serve. We value our people, providing them with support, flexibility and opportunities to grow, meet performance goals and succeed.



Enable care and service excellence

We understand the importance of integrated, seamless systems and efficient processes in delivering exceptional care. By refining workflows and embracing digital solutions, we will build on our strengths to create even better ways of working and supporting those we serve.



Stand out and be in demand

As we grow, we will continue to strengthen and build on our reputation through purposeful partnerships and engagement. By participating more deeply in advocacy, fundraising and industry collaboration, we will broaden our impact, enhance our visibility and build on our trusted presence.



Build on our Lutheran foundations

Through collaboration with Lutheran communities, we enable deep church and community engagement across our service locations, driven by our mission to serve. Together, we honour and build upon our heritage, creating meaningful support today and into the future for those we serve.

“I have goals. Having people supporting me helps me get there.”

Community services client



How we will measure our performance

1

Service expansion

Target 100% increase in the number of people we serve

2

Social impact

Achieve 50% increase in social value through social and community programs

3

Employee engagement

Achieve above industry employee engagement

4

Quality of care

Achieve above industry performance against sector indicators

5

Financial health

Achieve 12.5% EBITDA margin for sustainable growth

6

Capital investment

Invest \$120+ million into enhancing our communities

7

Quality of life

Implement benchmark surveys and Net Promoter Score tracking to enhance wellbeing

“Staff are positive,
optimistic. They
support me to
get involved and
meet people.”

Community services client



What we will look like in 2030



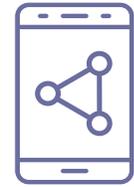
Serving more communities in more locations



Our built environment champions wellbeing



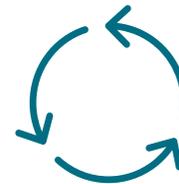
Our people feel supported to thrive



Exceptional services powered by cutting-edge technology



Well known and loved in our market sectors



Leader in continuum of care for older Australians



Recognised for evidence-based community services



Expanded social outcomes while continuing to invest in our future



Lutheran foundations remain our DNA

Our people

Our people are the heart and soul of Lutheran Services and key to our path forward.

We are passionate about supporting our people to 'love what they do', making a positive difference in the lives our clients, residents, families and communities.

Our focus is on serving more people in more locations, creating great places to work and live and supporting our people to thrive.

Together, we are shaping a brighter future where every team member feels welcome, valued and inspired to make a real difference.





“Our path forward is to serve more people in more locations, support our people to thrive and provide exceptional services.”

Nick Ryan CEO





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Lutheran Services thanks our people and communities for their contribution to this publication.

We are privileged to photograph the real people who live, work, and support our communities, sharing their authentic experiences.

While quotes do not directly match the individuals pictured, they reflect the genuine voices of those we serve and support.



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